



DNR Environmental Services Division
Air Quality Bureau
Construction Permit Application
Review Process

Rabid Dolphins
January 11-15, 2010

The Opportunity

Wayne Gieselman, ESD
Division Administrator

Rabid Dolphins



Team Members - Aaron

- Brent Blanchard, Polk County Public Works
- Shawn Corbin, DNR
- John Curtin, DNR
- Corey Detter, DNR
- Shane Dodge, Linn Co. Health Department
- Catharine Fitzsimmons, DNR
- Mark Goedken, DNR
- Michael Hermsen, DNR
- Julie Ingoli, DNR
- Karen Kuhn, DNR
- Chris Kjellmark, DNR
- Kurt Levetzow, DNR
- Priyanka Painuly, DNR
- Dave Phelps, DNR
- Sarah Piziali, DNR
- Chris Roling, DNR
- Gary Smith, DNR
- George Welch, DNR
- Peter Zayudis, DNR
- Aaron Schmidt, DNR
- Michelle Wilson, DNR – Team Leader
- Chad Dahm, Department of Human Services – Team Leader
- Ann Hogle, Performance Improvement - Team Leader

Scope - Karen

- **This event addresses the construction permit application review process from when the engineer receives the application to final action.**

Goals – Gary

- 1. Create a documentation process for permitting**
- 2. Develop consistent language for a minimum of 10 process types/operating limits/record keeping**
- 3. Utilize consistent language for operating limits and record keeping when appropriate**
- 4. Engineers are informed on permit related issues 100% of the time.**
- 5. Written evaluations provided for 100% of projects per SOP.**



Objectives – Mark

- **Complete the understanding of the review application process**
- **Document what, how and why decisions were made during engineering review and develop a user guide focusing on documentation practices.**
- **Transparency on decisions being made during review process**
- **Procedure for addressing complaints from administration**
- **Analyze the affect of documentation on total review time.**

Kaizen Methodology - Pete

- **Clear objectives**
- **Team process**
- **Tight focus on time**
- **Quick & simple**
- **Necessary resources immediately available**
- **Immediate results (new process designed by end of week)**
- **5S “mindset”--use the steps to support the event activities**
 - **Sort, Set in order, Shine, Standardize, Sustain**



Brainstorming - Shawn

Standard language in permits

Better availability of resources on the p:/ drive

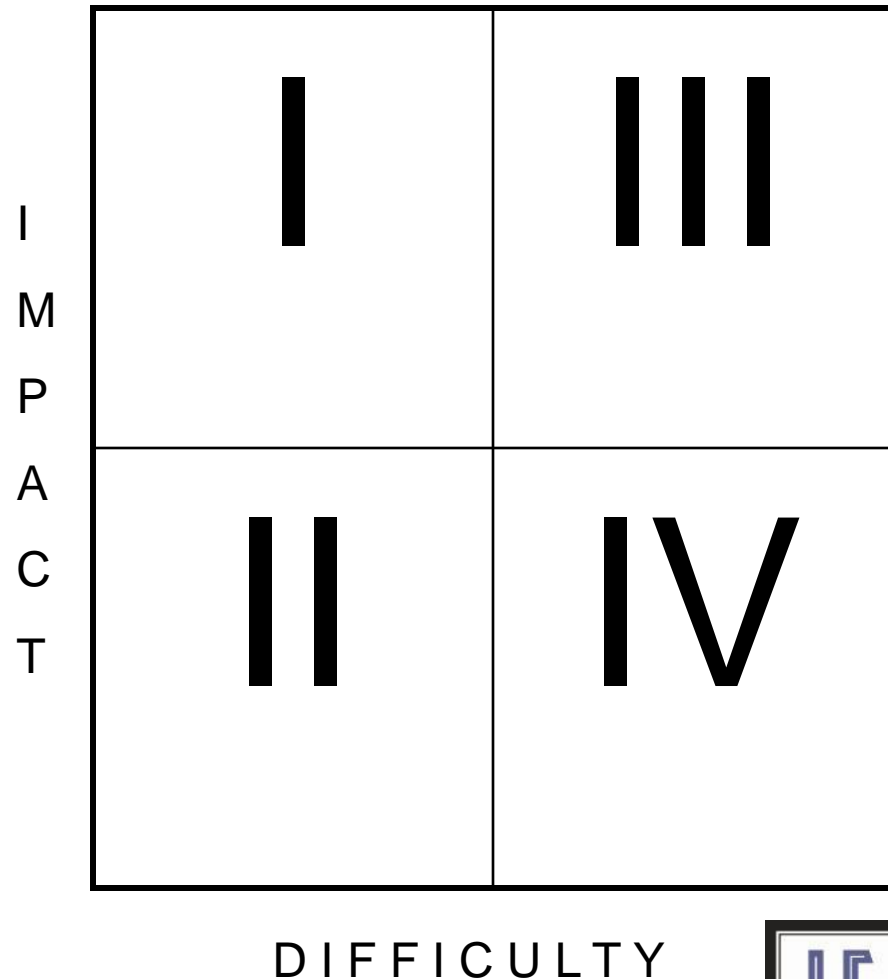
Reviews the complaint process

Standard welcome to industries

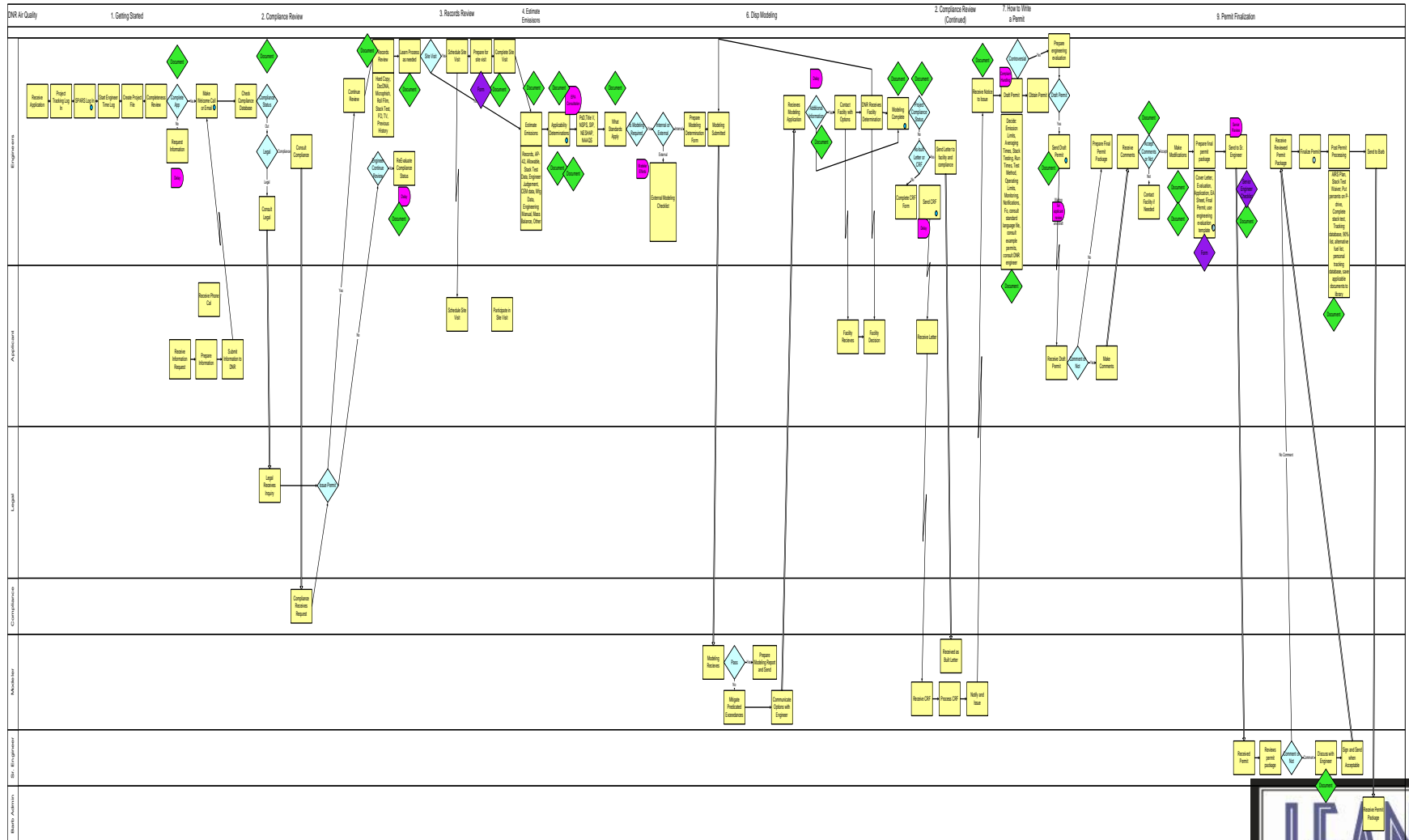
Standardization of the evaluation

De-selection Process – Julie

- Identifies
 - Impact to customer
 - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation



New Process - Mike



Results Permitting Process - Corey

| | Current | New | % Change |
|--------------------|------------------------------------|------------------------------------|------------|
| Total Steps | 95 | 102 | 6% |
| Total # Delays | .4 days 1341 days | .4 days 1341 days | 0 |
| Value Added Steps | 8 | 8 | 0 |
| Decisions | 15 | 17 | 13% |
| Total Handoffs | 17 | 19 | 12% |
| Documentation Time | Unk. | | |



Homework – Sarah

| # | Homework Item | Responsible Person | Due Date | Expected Results |
|---|--------------------|------------------------------|----------|--|
| 1 | Getting Started | Julie* Gary | 2/16/10 | Chpt. 1 – Document process - receipt of application through welcome to industry, address confidentiality requests |
| 2 | Compliance Review | Aaron*, Kurt, Corey | 2/16/10 | Chpt. 2 – Document the Compliance Review Process, compliance acknowledgement of CRF form with time fram when we will recieve |
| 3 | Records Review | Priyanka* Pete | 2/16/10 | Chpt. 3 – Document the records review process through site visit (if necessary) |
| 4 | Estimate Emissions | Shawn* John, Shane, Chris | 2/16/10 | Chpt. 4 – Document estimate emissions process |

Homework – Dave

| | | | | |
|---|---------------------------------------|-----------------------------------|---------|---|
| 5 | Applicability (subgroups A-F) | Pete*, Mike, George, Mark Gary | 2/16/10 | Chpt. 5 – Document the applicability process from determinations through what standards apply |
| 6 | Dispersion Modeling | Karen* Sarah | 2/16/10 | Chpt. 6 – Document the decisions and steps to completion of modeling & CRF form. |
| 7 | How to write a permit (subgroups A-J) | Chris, Corey* Karen, Brent | 2/16/10 | Chpt. 7 – document the process to write a permit “draft” |

Homework – Brent

| | | | | |
|----|----------------------------------|---|---------|--|
| 8 | Evaluation | Sarah* Aaron, Julie, Priyanka, Kurt, Mike | 2/16/10 | Chpt. 8 – Document the engineering evaluation process including comments if necessary, update document time for new process |
| 9 | Permit Finalization | John*, Mark, Shawn, Shane | 2/16/10 | Chpt. 9 – Document the permit finalization process including modifications and sending to Senior Engineer (Airs form) |
| 10 | Complaint Process | Chris*, Dave, Corey | 2/16/10 | Appendix – Document the complaint process and develop log |
| 11 | Create a library on the p: drive | John, Pete, Mike*, Priyanka, Aaron, Shawn | 2/16/10 | Documents library to include calculations, emission data, general permit for similar sources, web links, technical documents, organize policies, memos, etc. |

Homework – Kurt

| | | | | |
|----|---|-----------|---------|--|
| 12 | Identify librarian to manage the library | Mike* | 2/16/10 | Keep data updated |
| 13 | Assign any project to any engineer | Dave | Ongoing | More teamwork – assessment of engineer preferences |
| 14 | Identify a process to expand and amend the procedure manual | Chris R.* | 2/16/10 | |
| 15 | Identify denial criteria | Dave* | 2/16/10 | Criteria for denials established – 60- day rule change request |
| 16 | Review EDPD performance expectations | Dave* | 1/11/11 | Review based upon increased work requirements from Kaizen |

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Team Member Experience

Priyanka, Chris, Chris,
Shane

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Closing Comments

- Team Leaders
 - Chad Dahm, Department of Human Services
 - Michelle Wilson, Department of Natural Resources
 - Ann Hogle, Iowa Veterans Home

**We welcome your
questions and comments!**

